



■ Verification

I verify that the content of this course outline is current.

Charlotte Culver   
\_\_\_\_\_  
Authoring Instructor

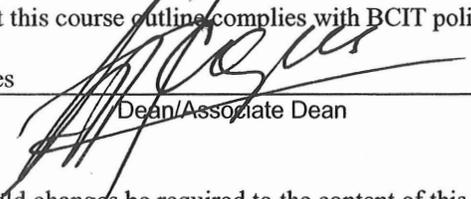
December 2007   
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Date

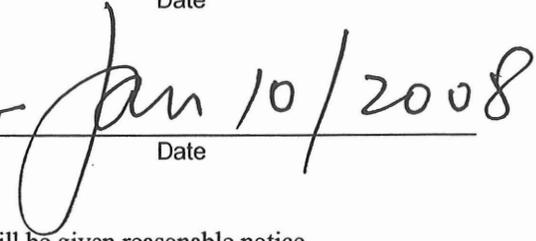
I verify that this course outline has been reviewed.

  
\_\_\_\_\_  
Program Head/Chief Instructor

  
\_\_\_\_\_  
Date

I verify that this course outline complies with BCIT policy.

Chris Jaques   
\_\_\_\_\_  
Dean/Associate Dean

Dec 2007   
\_\_\_\_\_  
Date

Note: Should changes be required to the content of this course outline, students will be given reasonable notice.

### ■ Instructor(s)

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### ■ Learning Resources

#### Required:

Robbins, Coulter, Langton, Management, 8<sup>th</sup> Canadian Edition, Pearson Prentice Hall  
ISBN 0-13-127455-4

### ■ Information for Students

*(Information below can be adapted and supplemented as necessary.)*

The following statements are in accordance with the BCIT Student Regulations Policy 5002. To review the full policy, please refer to: <http://www.bcit.ca/~presoff/5002.pdf>.

**Assignments:** Late assignments will be penalized 10 percent for each day past the due date.

**Makeup Tests, Exams or Quizzes:** There will be no makeup tests, exams or quizzes. If you miss a test, exam or quiz, you will receive zero marks. Exceptions may be made for documented medical reasons or extenuating circumstances. In such a case, it is the responsibility of the student to inform the instructor immediately.

**Ethics:** BCIT assumes that all students attending the Institute will follow a high standard of ethics. Incidents of cheating or plagiarism may, therefore, result in a grade of zero for the assignment, quiz, test, exam, or project for all parties involved and/or expulsion from the course.

**Attendance:** The attendance policy as outlined in the current BCIT Calendar will be enforced. Attendance will be taken at the beginning of each lab. Students not present at that time will be recorded as absent. *Students missing more than 10% of classes may be prohibited from writing the final exam.*

**Illness:** A doctor's note is required for any illness causing you to miss assignments, quizzes, tests, projects or exams. At the discretion of the instructor, you may complete the work missed or have the work prorated.

#### Attempts:

Students must successfully complete a course within a maximum of three attempts at the course. Students with two attempts in a single course will be allowed to repeat the course only upon special written permission from the Associate Dean. Students who have not successfully completed a course within three attempts will not be eligible to graduate from their respective program.

**Course Outline Changes:** The material or schedule specified in this course outline may be changed by the instructor. If changes are required, they will be announced in class.

## ■ Assignment Details

### FINAL EXAM – (40%)

The final exam will consist of multiple choice questions and/or written answer questions. It will cover all material covered in the labs and lectures from the beginning of the course to the date of the exam. The final exam may also include specific questions related to the management project.

### MANAGEMENT PROJECT-- (40%)

Please see the separate handout for the details of the Management project.

This is a team project. The teams will select two organizations they will study during the term. The organizations must be recognized as one of Canada's well managed companies. It should be "in the news" and/or there should be considerable information about the organizations in the public domain. Selection of organizations must be approved by your lab instructor. Each team will prepare a written report that describes and analyzes the organization based on key topics from the course. There are two due dates for the major sections of the report (at weeks 4 and 9 respectively). Note that the Management Project is broken into two parts – a) worth 10% (due at the end of week 4), and b) worth 30% (due at the end of week 9). The project includes a requirement that team members evaluate each others' contribution.

### TEAM CHARTER – (5%)

The team charter, project plan, team evaluation and feedback form are to be written and submitted in the second week.

### Assignments – (15%)

Students are responsible for 3 assignments, each worth 5%, and details will be provided in the labs..

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**Schedule BUSA 2100–Principles of Management**

Wk #	Week of	Lecture Topic	Reading/Text & Chapter	Deliverables Due
		<b>DEFINING MANAGERS' TERRAIN</b>	Note: Shrink Wrap from the bookstore may have different chptr numbers	
1	Jan. 2-4	Course Introduction	Robbins Ch 1	Set up of teams and outline of course and requirements.
2	Jan. 7-11	Organizational Culture and the Environment	Robbins Ch 2	UPS Driver Training (to be handed out in lab) <b>Article 1 submitted to Share In</b>
3	Jan. 14-18	Managing in a Global Environment	Robbins Ch 3	<b>Article A</b> Submit work sheets at start of class (5%) Team Charter, project plan, and evaluation form due (5%)
4	Jan. 21-25	Ethics and corporate social responsibility	Robbins Ch 4	Management Projects – Part 1 Due By 4:30 Jan.25 (10%). Ethics Exercise (to be distributed in lab)
		<b>PLANNING</b>		
5	Jan. 28-Feb.1	Planning	Robbins Ch 6	<b>Article 2 submitted to Share In</b> Discussion of Management Projects
6	Feb. 4-8	Strategy	Robbins Ch 7	<b>Article B</b> Submit work sheets at start of class (5%)
		<b>ORGANIZING</b>		
7	Feb. 11-15	Organizational Structure & Design	Robbins Ch 9	Evaluation of team members due <b>Submit Article 3 to Share In</b> Octigon (to be distributed in class)
8	Feb. 18-22	Human Resource Management	Robbins Ch 11	<b>Article C</b> Submit work sheets at start of class (5%)
		<b>CONTROLLING</b>		
9	Feb. 25-29	Foundations of Control	Robbins Ch 15	Management Projects – Due By 4:30 Feb. 29 (30%). Team Exercise (to be distributed in class)
10	Mar. 3-7	<b>Final Exam (40%)</b>		

\*This schedule is subject to change at the discretion of the instructor.

\*no classes on February 27, 2008; BCIT PD day

\*no classes on April 11, 2008; BCIT Open house

## Lab Assignments - Articles and Worksheets

### General Instructions for Students

This worksheet is designed to facilitate the identification and discussion of relevant course topics and their application to specific articles from business publications. The quality of your work on these sheets and your contributions to the related discussions is the most significant component in determining your individual lab assignment grade for this course.

These worksheets are to be handed in at the **BEGINNING** of your lab. You will receive a grade for each one

- **Here is how the process works:**

1. Students sign up for a specific topic and submit an article to shareIn on the assigned date.
2. One of the articles is selected and will be handed out in Lecture.
3. Prior to the lab, each student reads the article and answers questions "a" through "d". **Students who have not done this will be excused from the lab and will forfeit the 5% grade.**
4. In the lab, students will answer specified discussion questions and provide their individual written answers, when required, on distributed work sheets.

### Topics and Due Dates

Topic	Due date for article submission to "share-in" by Thursday noon*	Read article distributed in lecture and complete pre-work before lab
Article 1: Culture or Environment	Week 2	Article "A" Week 3
Article 2: CSR	Week 5	Article "B" Week 6
Article 3: Strategy or HRM	Week 7	Article "C" Week 8

**\*Note:** ensure the article is submitted to shareIn by noon on Thursday, with the file name as your last name and the name/title of the article (e.g. Smith\_UPS\_Driver\_Training.doc).

# Part A: Hand in at START of Lab Note: Article handed out in previous Lecture

Topic: \_\_\_\_\_

Student name: \_\_\_\_\_

## PRE - WORK

a) **Organizational effectiveness** – what evidence or indication is there that this organization is demonstrating effectiveness or ineffectiveness at this point in time and in this particular situation.


b) **Stakeholders** – identify all important stakeholders or stakeholder groups and briefly describe their respective interests or goals.


c) **Goal Statement** – write a statement that represents the organization's ability to balance relevant stakeholders' interests or to effectively address elements on the balanced scorecard.


d) **Course Concepts** – make a list of relevant management concepts (3-5) that come to mind when you are reading the case or article.




## Management Project

### Objective

This project you will learn about the management of two excellent firms operating within the same industry. Your team will research two companies which are in the public domain and your team will describe the companies based on the specific chapters outlined below. The two firms will be in the same industry sector (i.e. Hospitality, Tourism, Mining, and Forestry). There can be no duplication of firms within a set, and the selection of companies must be approved by your faculty. Consider companies which are listed in BC top 100 companies to work for or which you are interested in working for. It is expected that all members of your team will be equally knowledgeable about both firms at the end of the project.

### Team Size and Composition

Your team will be too large to work with as one unit. It is expected the team will be organized so as to achieve high performance and capitalize on each member's skills and abilities. The project will cover the length of Term A so working relationships are important. Your team will need both skills in task and maintenance areas; and will develop skills in planning and coordination. As a separate 5% assignment, each team will prepare a brief team charter, project plan and form for evaluating team members and providing them with feedback regarding their contribution. This will help you to manage the project in an effective (do the right stuff) and efficient (with the least pain) manner and should help to balance team members' contributions. Welcome to management!

### Report Content

The project will focus on specific chapters/topics from this Management course. Your research will cover concepts including the external environment, social responsibility and strategic management (just to name a few). The results of your research will be presented in written form. The document will include what information you have found as well as *comparing and contrasting* the two firms within the framework of concepts from the text,. Throughout the report you are required to utilize appropriate course concepts and terminology.

### Deliverables

Each member of the team will receive the same grade unless the team has unanimously agreed to differential grading. The process for differential grading will require evaluations of member contribution at 2 stages and has clearly defined parameters.

**Jan. 18<sup>th</sup>, 16:30:** teams will submit a written project plan with major milestones itemized (GANTT chart), team charter and form for evaluation and providing feedback to team members. Please note this deliverable is a separate 5% assignment.

**Jan. 25<sup>th</sup>, 16:30** all teams will submit a written draft of Sections "a-d" of the report (this is graded at 10%). Half of the team writes the report and half of the team submits a "critique" of the report. Both portions are submitted.

**Feb. 29<sup>th</sup>, 16:30** all teams will submit a final version of their report (the final portion is graded at 30%).

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## Report Format

Grammar, spelling, consistency and integration of the various parts written by different team members will be evaluated. Reports will be presented as a WORD document; use a font of size 12; single line spacing, 1 inch margins.

**Your report should contain the following sections: (please note page numbers are guidelines only)**

Title page

Table of contents

Executive summary (1 page)

- a) Company overview and brief history (2 pages)
- b) Company ownership and type of corporate structure (1 page)
- c) \*Organizational culture – description (2 pages)
- d) \*External Environment; overview and description of the key factors in the organization's "general and specific" environment; conclusion as to the complexity and degree of change in the environment; (3 pages)
- e) Social responsibility and ethics; importance to this organization; overview of any crucial issues and the organizational responses. (2 pages)
- f) \*Strategic planning; discussion of the key planning and strategy challenges facing the firm with an assessment of their ability to meet these challenges; description or "label" you would give to their current business strategy (3 pages)
- g) \*Organizational structure and design; describe the current organizational structure; (2 pages)
- h) \*Analysis; discuss the degree of alignment among the external environment, the organization's culture, strategy and structure for both of the companies. (4 pages)

Bibliography

Appendix: team charter, project plan, team evaluation and feedback forms, other information about the organizations.

\* You should also compare the two organizations for these topics

## Suggested Resources for the Management Project

- Leaders in your chosen firm
  - Textbooks, lectures and labs
  - Your Instructors
  - The Business Press
  - Home Pages of your chosen company
  - <http://www.fastcompany.com/welcome.html>
  - <http://www.progresscorp.com/>
  - [http://hiring.monster.com/resourcecenter/resource\\_center.aspx](http://hiring.monster.com/resourcecenter/resource_center.aspx)
  - <http://www.bcbusinessmagazine.com/>
  - <http://www.walrusmagazine.com/>
  - <http://www.bcit.ca/library/databases/192>
  - <http://money.cnn.com/magazines/fortune/>
  - <http://www.vault.com>
  - <http://www.books24x7.com>
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